



West Valley City Police Department

Recruiting, Hiring & Retention

Current Status

- Current authorized strength of the Police Department is 208.5 sworn personnel.
- 44 additional civilian support staff.
- Entering the current fiscal year (FY 15/16), the Police Department had 16 sworn vacancies.
- 10 of the 16 vacancies resulted from an expansion of 10 new officers authorize by Council in November of 2014 supported by a COPSMore grant.
- As the result of the August 2015 retirement incentive, 18 additional sworn personnel opted to leave the organization.
- Considering current vacancies and projecting the impact of the retirement incentive, the PD was able to reserve 10 seats in two scheduled POST academies.
- 9 candidates were successfully hired and scheduled to attend the two POST session (4 started 8/4 and 3 started 8/31).
 - 1 candidate failed training in September and was dismissed.
- 2 Lateral officers were hired in September.
- The next POST academy begins in January of 2016. We have 8 slots reserved (4 offers currently accepted).
- As of December 15, 2015, the Police Department has 27 sworn officer and 2 civilian staff vacancies.

Recruitment Efforts

- Sending recruitment officers to POST and its satellite academies to introduce the WVCPD to recruits, targeting self-sponsors.
- Working with POST Directors and staff to identify interested quality candidates.
- Worked with HR to keep the application process open at all times so we can continuously receive applications and screen potential candidates.
- Engaged a private firm to conduct employment backgrounds to speed up the “turn-around” time for employment investigations.
- Offer “one-for-one” pay for lateral officers (up to grade 10).
- Implemented a recruitment incentive within the PD that pays sworn members \$1000 per successful referral.
- Began a public recruitment campaign with hiring advertisement in static, social, print and media markets.
- Attending Job Fairs – NAACP, Salt Lake, etc.
- Developed a PD video with a companion 30-second commercial.
- HR conducted a comprehensive employment package survey of all Salt Lake County PDs, including Ogden and Provo (19 PDs surveyed).
- Residency incentives.

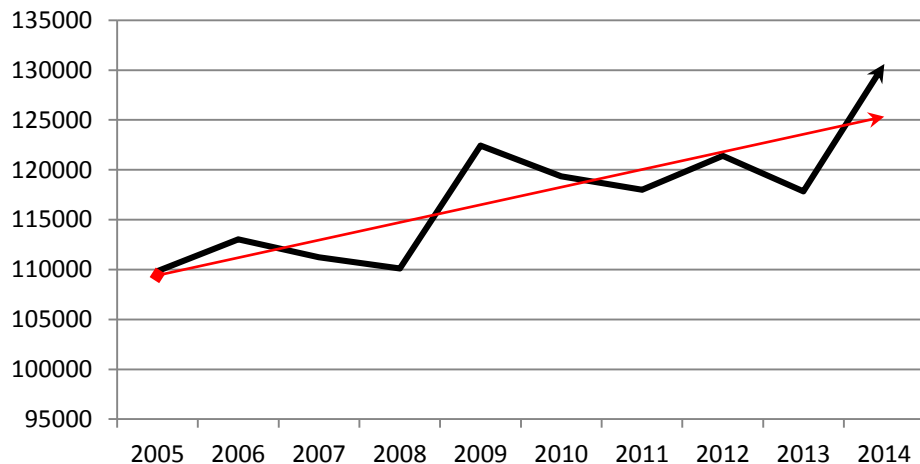
Retention

- HR Salary & Benefits review and comparison
 - 8th on area salary
 - 11th in total compensation
- 401K
- Language supplement
- Shift Differential
- Education Incentives
 - Pay for education
 - Tuition reimbursement
- Residency Incentives.
- Workload cited heavily in exit interviews.
- Job stress and burn-out
- 16% increase in overall CFS
- CY2014 showing upward trend in crime & CFS
- CY2015 upward trending continues.

Workload

CFS	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	TOTALS
0	1405	812	504	661	587	383	260	739	690	859	560	7460
1	30823	35289	29268	27331	29515	28483	23719	22304	17492	25453	14693	284370
2	26193	26415	28724	29356	36099	33820	33303	33513	30589	29574	21618	329204
3	12347	12824	13667	13428	14124	12164	11415	13179	17503	18054	13509	152214
4	7194	7548	8521	9837	10899	10977	11536	13919	20919	21605	17312	140267
5	3735	3173	3220	3466	6003	11353	10998	11169	9865	6778	3241	73001
6	5085	5240	5755	6496	5447	3276	2943	2613	1448	1905	1372	41580
7	5125	4446	5361	5888	6230	5849	7347	8366	2909	3004	2392	56917
8	724	608	616	299	276	253	2841	2756	2379	11244	14116	36112
9	17221	16681	15606	13352	13250	12801	13632	12855	14039	12123	8409	149969
TOTALS	109852	113036	111242	110114	122430	119359	117994	121413	117833	130599	97222	1271094

TOTAL CALLS



2014

- 130599 CFS + 55K Priority 1 & 2 calls = 185599 responses.
- $185599 / 365 = 508$ responses/day
- $508 / 24 = 21$ responses/hour
- $21 \text{ responses} / 8 \text{ beats} = 2.65$ responses/beat/hour
- Avg. CFS = 30min
- Stacking rate of .65 calls/hour/beat or 52 calls/shift.

Total Compensation Survey

Considering TCV (Total Comp Value) Wage, Retirement, Insurance																
	Entity	Police Officer Hourly Range			Monthly Take Home (Ins Ded)			Monthly								
		Min	Mid	Max	Min	Mid	Max	Health	Dental	401/457	Vacation	Tuition	Shift Diff	Longevity	Bilingual	TCV
1	OREM	\$19.54	\$24.43	\$29.32	\$3,318	\$4,165	\$5,011	\$70.00	\$0.00		120				\$50/mo	\$3,368
2	SANDY	\$18.67	\$24.97	\$31.26	\$3,236	\$4,327	\$5,418	\$0.00	\$0.00	2% match	96					\$3,301
3	WEST JORDAN	\$19.57	\$23.55	\$25.14	\$3,232	\$3,923	\$4,197	\$129.72	\$30.44		104	\$1,500			\$50/mo	\$3,282
4	OGDEN	\$18.60	\$23.68	\$28.76	\$3,165	\$4,045	\$4,926	\$0.00	\$59.54		80	\$1,000		x	\$100/mo	\$3,265
5	MURRAY	\$19.00	\$25.73	\$32.46	\$3,080	\$4,247	\$5,413	\$198.76	\$14.55	4.20%	96		2.5%-5%			\$3,209
6	PROVO	\$18.72	\$21.64	\$24.56	\$3,199	\$3,705	\$4,212	\$46.00	\$0.00		100	50%		x		\$3,199
7	DRAPER	\$18.54	\$26.01	\$33.49	\$3,064	\$4,360	\$5,655	\$138.65	\$10.92	50% up to 3% slry	80					\$3,156
8	DAVIS COUNTY	\$17.70	\$23.44	\$29.18	\$2,916	\$3,911	\$4,906	\$141.00	\$11.00	5% match	104		4%			\$3,062
9	COTTONWOOD HEIGHTS	\$17.95	\$21.73	\$25.51	\$2,878	\$3,533	\$4,188	\$201.41	\$32.40	6.2% match	96	\$2,000				\$3,057
10	SALT LAKE COUNTY	\$18.65	\$25.13	\$28.00	\$3,035	\$4,158	\$4,655	\$176.00	\$22.00		96	\$5,000		x		\$3,035
11	LAYTON	\$18.60	\$22.32	\$26.04	\$2,995	\$3,640	\$4,285	\$229.10	\$0.00		96					\$2,995
12	SOUTH JORDAN	\$18.67	\$23.75	\$28.82	\$2,934	\$3,814	\$4,694	\$282.48	\$19.40	1.5% match	96					\$2,978
13	SALT LAKE CITY	\$18.00	\$25.50	\$33.00	\$2,977	\$4,277	\$5,577	\$50.14	\$92.45		97	\$3,300	2.5%-5%			\$2,977
14	UTAH COUNTY	\$16.58	\$22.44	\$28.30	\$2,794	\$3,810	\$4,826	\$0.00	\$79.23	6.20%	104					\$2,967
15	WEST VALLEY	\$18.63	\$23.16	\$27.69	\$2,956	\$3,741	\$4,526	\$252.23	\$20.44		104					\$2,956
16	BOUNTIFUL	\$18.36	\$22.69	\$27.14	\$2,926	\$3,676	\$4,448	\$150.75	\$106.00		96					\$2,926
17	ST. GEORGE	\$17.70	\$19.92	\$22.13	\$2,856	\$3,239	\$3,623	\$123.98	\$89.30				\$1/hr	x		\$2,856
18	PARK CITY	\$15.87	\$19.73	\$23.58	\$2,676	\$3,344	\$4,012	\$75.00	\$0.00		96		2.5%-5%			\$2,676
19	LOGAN	\$15.50	\$18.24	\$20.98	\$2,570	\$3,045	\$3,519	\$97.00	\$20.00							

Recommendations

- Add 2 new police patrol beats.
 - 24 new officers
 - \$2.4 million annual
 - \$750K one-time funds for equipment and vehicles.
- Overall pay scale adjustment.
- Reimbursement to POST self-sponsors
- Shift differentials for evening, graves & weekends
 - @ average of \$2/hr = \$268,240 annually
 - Weight Afternoon and Weekends highest.
- Educational Incentive
 - Associate = \$1000
 - Bachelor = \$2000
 - Master = \$3000
- Second Language
 - \$500/yr. for any language?
 - Spanish, Vietnamese, Tongan, Signing?
- Fitness
 - \$1500 annual pass
- 401K/FICA?
- Healthcare al-la carte?
- Extend funding for Housing Incentives.